

Keep Iowa Beautiful®

KEEP AMERICA BEAUTIFUL AFFILIATE

STRATEGIC PLAN

2026-28

certified? Do they have professional expertise

Outcomes
Support for Enhancement

RESULTS DRIVEN
did we... and we were going to do...
Scope: Program of your... can you... update board on progress quarterly

EMPOWERMENT

CAPABILITY IMPROVEMENT

same visual

guided by research + proven results

Integrity
Honesty

Capacity Builder

Partnership
Collaboration
Example projects in local communities should be initiated by input from community
Partnership
Collaboration
Collaborative
Public / Private Partnerships
Collaboration, working together
Program Collaboration
Collaboration

Focus/Discipline

WE ARE
Zoomed
Back
Learn
Back

Team Support

HELPFUL
HELPFUL

Centered

Community visibility through translation

LEARNED

idm

Institute for Decision Making
University of Northern Iowa

Mission Statement

Current: *Keep Iowa Beautiful empowers Iowans to bring cultural and economic vitality into communities through improvement and enhancement programs.*

Proposed: *Keep Iowa Beautiful empowers Iowans to create vibrant communities and build hometown pride through volunteer-driven enhancement programs.*

Vision Statement

Keep Iowa Beautiful strives for a thriving Iowa supported by strong local leadership, beautiful public spaces, and engaged residents.

Key Strategic Priorities



Community Capacity & Leadership Development Programming



Beautification Programming



Visibility & Brand Identity



Partnerships & Collaboration



Organizational Structure & Capacity



Financial Sustainability

Core Values

Collaboration

We work side-by-side with community members and partners across sectors to amplify impact and create sustainable results.

We'll know we are living this value when our partners invite us to the table, share ownership of the work, and credit collaboration as key to success.

Empowerment

We equip Iowans with the tools, knowledge, and confidence to lead change in their own communities—whether through leadership, volunteerism, or project ownership.

We'll know we are living this value when local leaders and volunteers take initiative, lead projects independently, and sustain momentum.

Innovation

We are bold, creative, and curious—constantly seeking better ways to serve Iowa communities, improve our organization and improve how we deliver lasting results.

We'll know we are living this value when our programs adapt to emerging needs, pilot new models, and are looked to as a source of creative solutions statewide.

Leadership

We support the development of local leaders and serve as a recognized leader in community betterment across Iowa.

We'll know we are living this value when people credit KIB for growing their leadership—and statewide partners seek us out to guide community-focused work.

Pride

We help Iowans take pride in their hometowns by fostering beauty, identity, and shared investment in the places people love and call home.

We'll know we are living this value when residents express visible and vocal pride in their community, and celebrate the progress they've made together.

Stewardship

We are responsible stewards of the resources, relationships, and communities entrusted to us. We follow through, measure our progress, and uphold the highest standards of integrity.

We'll know we are living this value when we produce measurable outcomes, partners trust us, volunteers & staff are valued, and we hold ourselves accountable.

Strategic Priorities



Community Capacity & Leadership Development Programming

Goal 1: Expand and strengthen community leadership and volunteer capacity to increase hometown pride and long-term community vitality across Iowa.

Metrics

- Increase number of volunteers involved in KIB programs by 30%
- Over 50% of Hometown Pride communities reporting sustained committee activity post-coaching
- Expand Hometown Pride into one additional area every two years

Objective 1.1: Expand volunteer engagement and leadership by supporting and growing the base of civic volunteers and emerging leaders in KIB participant communities.

Action Step	Responsible Party	Timeline
Expand and distribute existing toolkit to build local leadership and volunteer committees.	Staff	2026; Annually
Encourage volunteer participation in leadership training by offering scholarships and educating on opportunities.	Staff	2026; Ongoing
Pilot volunteer recognition and storytelling campaign.	Staff, Board, Coaches, Marketing Contractor	2027

Objective 1.2: Evolve the Hometown Pride model to make the program more accessible, scalable, and adaptable to community needs.

Action Step	Responsible Party	Timeline
Evaluate HTP program to determine need for programmatic changes, such as a tiered participation option or decreased program length.	Staff, Programming Committee	2026
Create HTP 'graduation' alumni engagement model.	Staff, Programming Committee	2027
Strengthen the regional collaboration component within Hometown Pride to ensure communities are intentionally connecting, sharing resources, and advancing collective regional goals.	Staff, Programming Committee	2027



Beautification Programming

Goal 2: Grow the reach and impact of beautification programs that inspire civic pride and engage more communities statewide.

Metrics

- Grow participation in Paint Iowa Beautiful by 25%
- Add 10 new towns to litter cleanup
- Launch one new beautification mini-grant program
- Maintain presence in all four quadrants of the state

Objective 2.1: Expand and diversify beautification programs to reach more communities with accessible entry points to local pride-building.

Action Step	Responsible Party	Timeline
Create a beautification mini-grant program with sponsors.	Executive Director, Staff, Programming Committee	2027
Develop project idea bank with visuals and case studies.	Staff, Hometown Pride Coaches	2028
Integrate youth engagement opportunities within existing programs.	Staff, Programming Committee	2027

Objective 2.2: Promote beautification as a gateway to long-term engagement to position beautification programs as the start of deeper community development.

Action Step	Responsible Party	Timeline
Follow up with communities 6–12 months post-project to offer further programs through targeted marketing.	Staff, Marketing Contractor	2026
Incorporate beautification storytelling into broader marketing strategy.	Staff, Marketing Contractor, Marketing Committee	2026



Visibility & Brand Identity

Goal 3: Build awareness of Keep Iowa Beautiful as the trusted statewide leader in beautification, volunteerism, and community pride.

Metrics

- Grow social media interactions by 100% over three years
- Launch a consistent statewide campaign and brand toolkit
- Ensure all programs carry unified branding

Objective 3.1: Build statewide awareness of KIB’s identity and impact to position KIB as a trusted, visible brand through consistent storytelling and media presence.

Action Step	Responsible Party	Timeline
Develop and implement a storytelling campaign that highlights successes, partners, and projects.	Marketing Contractor, Coaches, Marketing Committee	2026
Continue consistent external communication processes, including social media, newsletters and press releases.	Staff, Marketing Contractor, Marketing Committee	Ongoing
Track and evaluate marketing reach and engagement across digital platforms.	Staff, Marketing Contractor	2026
Engage volunteers as KIB ambassadors to promote programs.	Staff, Marketing Committee, Hometown Pride Coaches	2027

Objective 3.2: Strengthen KIB’s digital and social media presence to use digital channels to grow engagement and recognition of KIB programs.

Action Step	Responsible Party	Timeline
Create monthly digital content calendar with community features.	Marketing Contractor	2026
Launch a social media campaign around hometown and community pride.	Marketing Contractor, Marketing Committee	2026
Train staff and partners on consistent visual identity use.	Executive Director, Staff, Board, Marketing Committee, Marketing Contractor, Hometown Pride Coaches/Volunteers	2027



Partnerships & Collaboration

Goal 4: Strengthen and expand strategic partnerships to increase KIB's reach, programming capacity, and shared impact across Iowa.

Metrics

- Secure new in-kind and financial contributions through partnerships
- Host at least two joint activities annually
- Create a partner directory with active relationship status

Objective 4.1: Expand strategic partnerships across Iowa to strengthen relationships with local, regional, and state-level partners to support shared goals.

Action Step	Responsible Party	Timeline
Identify existing and potential partners by program or mission alignment.	Executive Director, Board	2026
Host joint activities, such as training, presentation, board-hosted roundtable, etc., with strategic partners.	Executive Director, Staff, Board	2027
Encourage and facilitate cross-promotion and referrals between partners and KIB programs to increase reach and impact.	Executive Director, Staff, Board	2026; Ongoing

Objective 4.2: Leverage board relationships, expertise, and networks to grow new connections and collaborations.

Action Step	Responsible Party	Timeline
Create board referral tracker and toolkit.	Executive Director, Exec Committee, Staff	2026
Highlight partner collaboration wins in quarterly board meeting updates.	Executive Director	2026



Organizational Structure & Capacity

Goal 5: Build and sustain an internal structure that supports organizational growth, staff capacity, and long-term excellence.

Metrics

- Complete annual board and staff satisfaction surveys
- Document all key internal processes and role clarity

Objective 5.1: Build internal staff capacity and sustainability to ensure the team has the structure and support needed to meet organizational goals.

Action Step	Responsible Party	Timeline
Conduct a staff gap analysis and realign roles and responsibilities as needed.	Executive Director, Staff, Exec Committee	2026
Create and implement staff development and evaluation process.	Executive Director, Exec Committee	2026
Document, standardize, and regularly review key internal processes (e.g., financial management, program tracking, communications) to improve efficiency and continuity.	Executive Director, Staff	2027
Review and update organization by-laws to ensure alignment with current operations.	Executive Director, Staff, By-Laws Task Force	2026

Objective 5.2: Enhance board engagement and sustainability to ensure a high-functioning, well-informed board supports long-term vision and oversight.

Action Step	Responsible Party	Timeline
Conduct annual board self-assessment and reflection session	Executive Director	2026
Annually update board member expectations and engagement plan	Executive Director, Exec Committee	Annually
Provide communications and advocacy training to all board members.	Executive Director	Annually
Restructure board meetings to include both business and strategic engagement components (20% reporting vs. 80% engagement).	Executive Director, Exec Committee	2026

Host quarterly educational spotlights during board meetings	Executive Director, Exec Committee	2027
Assess the Board of Directors circles of influence, areas of expertise, and capacity to be involved with other action areas of the strategic plan.	Executive Director, Exec Committee	2026
Regularly review and evolve board composition to reflect sector, generational, and geographic diversity.	Executive Director, Exec Committee	Ongoing
Equip board members with talking points and updates to serve as regional ambassadors.	Executive Director, Marketing Contractor, Exec Committee	2027



Financial Sustainability

Goal 6: Grow and diversify KIB’s funding base to ensure long-term sustainability and statewide impact.

Metrics

- Increase foundation and corporate giving by 20%
- Secure 1-2 multi-year contracts/grants
- Conduct at least 25 outreach meetings or contacts with potential funders annually
- Increase individual giving and recurring donor base

Objective 6.1: Diversify and grow philanthropic support by strengthening corporate, foundation, and individual donor engagement.

Action Step	Responsible Party	Timeline
Create an annual fundraising plan.	Executive Director, Exec Committee, Advancement Committee	2026
Identify and pursue new corporate partnerships.	Executive Director, Advancement Committee	2026
Develop and promote a recurring giving campaign.	Executive Director, Staff, Marketing Contractor	2027

Objective 6.2: Establish new revenue streams by piloting and assessing alternative funding models that align with KIB’s mission.

Action Step	Responsible Party	Timeline
Assess feasibility of an additional revenue stream (eg bottle redemption center, round up, etc).	Executive Director, Advancement Committee	2026
Continue funding the grant contractor position and conduct an annual review to evaluate effectiveness and return on investment.	Executive Director, Exec Committee	Annually